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Designing an adjusted model of organizational justice for educational system in Esfahan City (Iran)

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Abstract

The main purpose of this research is to examine the model of the relationship between leadership styles, decision making styles and organizational trust with teachers' perceived organizational justice. The method of study is correlation. The statistical population consists of all high school teachers of Esfahan city, a central region in Iran. The data collection instruments were four questionnaires (Nihof&Moormans' organizational Justice, Bass leadership Style, Ruders' organizational trust, and a researcher's constructed questionnaire based on Tatum's category of decision making styles). The reliability of the questionnaires were estimated for organizational justice ($\alpha=0/95$), leadership styles ($0/89$), decision making styles ($\alpha=0/93$), and organizational trust ($\alpha=0/91$). The results indicated that organizational justice can be predicted by transformational leadership style (Variances= $0/593$) which increased with interactional leadership style (Variances= $0/336$). Based on β coefficient, with an increase of one unit of comprehensive leadership style, organizational justice was increased to $0/626$ while with one unit of increased in limited leadership style; organizational justice was decreased to $0/38$.

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Keywords: Adjusted Model; Organizational Justice; Leadership Styles; Decision making Styles; Organizational trust; Correlational Study;

1. Introduction

Some studies indicate that perceived justice of teachers in educational systems is weak due to organizational structure, decision making styles, and leadership styles (Karlaquino et al., 1999). The study conducted by ShafiepourMotlagh et al. (2010), show that there are relationships among organizational justice, decision making and productivity of educational systems. Organizational justice may be defined as employees' perceptions of the fairness with which they have been treated by an organization. Organizational justice is divided into three categories: 1) distributive justice;

2) Procedural justice; and 3) transactional justice (Thibaut&Walker, 2003). Distributive justice is related to the perceived fairness outcomes (Greenberg, 1990; Karlaquino, 1999). The procedural justice may be defined as the fairness of methods, mechanisms and processes used to determine outcomes (Folger and Cropanzano, 1998; Thibaut& Walker, 2003). Transactional justice is defined as the quality of interaction that an individual receives

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during the enactment of organizational procedures (Boss, 2001). Driver and Streufert (1969), categorize decision styles into five divisions; Decisive, Flexibility, Hierarchic, Systemic, and Integrative. This more complex set of decision styles is simplified to restrictive and comprehensive styles by Tatum et al (2002). There are empirical data to support this proposed connection between leadership, decision making styles and justice (Tatum et al, 2003).

Leadership Styles and Organizational Justice

The present research suggests a strong connection between the leadership styles identified by Ayalioet al.(1999) ; the decision styles described by Driver et al. (1990); and Eisenhardt (1989);Ttumental.(2003). They discuss that the transformational leaders, in contrast to transactional leaders, consider more alternatives and suggestions in their decision making. Transactional and laissez- fair leaders associated with a less comprehensive decision style reflect on a style that restricts the amount of information that is needed to be processed. The organizational justice is perceived by teachers, when their managers' leadership style is transformational style. Because of this, managers let them present their suggestions and participate in decision making. The study conducted by Aydin et al , (2007) and Konovsky et al. (1991) shows that school principals usually pay attention to distributive justice on matters like leave of absence, rewarding, performance appraisal, student allocation to class , and course programs. Considering the above points, the present study has made an attempt to test the following hypothesis:

H₁,H₂,H₃: There is a direct relationship between leadership styles and organizational justice.

Decision making Styles and Perceived Organizational Justice

Tatum et al. (2003) showed that there was a relationship between decision making styles and organizational justice. Driver and Streufert (1969), divided decision styles into four categories: decisive, flexibility, hierarchic, integrative, systematic styles. Tatum et.al. (2003) simplified these four styles to two categories by classifying the decisive, flexibility, hierarchic styles into a category called restrictive style and classifying the integrative and systemic styles into a category called comprehensive style. The study of conducted by Tatum et al. (2003), showed that the perceived organizational justice increased by comprehensive style rather than restrictive style. Managers, who use comprehensive style, tend to participate their teachers in decision making (Kedia et al, 2002). Studies conducted by Sheppard, Lewicki & Minton (1992), Spector (1997), Tyler et al. (1993) and Lemons et al. (2001), showed that decision making in organizations is accepted by employees who received fairness rather than unfairness. Procedural justice refers to the perceived fairness of the means used to determine organizational outcomes (Folger & Konosky, 1989). In particular, researchers are concerned with the fairness of procedures used when making decisions. Thus, this research tends to test the other hypothesis:

H₄,H₅: There is a direct relationship between decision making styles and perceived organizational justice.

Organizational Trust and Perceived Organizational Justice

When managers of organizations use transformational leadership and comprehensive decision making styles for educational systems, teachers are satisfied more and trust in factors surrounding them including the manager, colleague, and organization. In fact, organizational trust is increased by transformational leadership and comprehensive decision making styles. Procedural justice towards employees is a basis for employee commitment (Moorman et al,1998; Bradberry & Tatum, 2002). Procedural justice influences individuals' perceptions of fairness in regard with pay raises and promotions as well as organizational commitment and job satisfaction (Folger & Konosky, 1989, Kirby & Richard, 2000, McFarlin & Sweeney,1992). Studies show that leadership, and decision styles affect organizational trust. This way, the perceived organizational justice is affected by such variables (Robinson, 1998; Skarlicki et al, 1996). Thus, the organizational trust could predict organizational justice. Butler (1991) stated that perceived justice for managers is one of the outcomes of the trust. Bies and Tripp (2000), showed that different types of trust can be related to different kinds of organizational justice (distributional,procedural & transactional).Wayne. Hoy & Tarter (2004)believe that organizational justice is not possible without trust. Individuals in organizations whose justice reflect more fairness treatment will report high level of tendency for collaboration with the organization and colleagues. A study conducted by Haffman et al. (2002), show when there is trust between the employees of an organization, interpersonal relations are developed and a suitable climate in organization is provided. Organizational justice can be affected by the teachers' trust in each other and their

principals .Podsakoff et al. (1997) concluded that there is a relationship between three domains of organizational justice and trust as a moderate variable (trust in principal and organization) and criteria variables (job satisfaction, outcome, organizational commitment, organizational citizenship behavior, and performance duties). Thus, this research tends to test another hypothesis:

H₆: There is a direct relationship between organizational trust and perceived organizational justice.

In this regard, the purpose of this research is to predict the teachers' perceived organizational justice by leadership, decision making styles and organizational trust. We have provided the theoretical model of this research about organizational justice based on available theories and approaches (Bradberry& Tatum, 2002; Tatum et al, 2002 and 2003; Kediaet al, 2002; Avolioet al,1999;Brockner, 1997; and Butler, 1991).

Figure 1 shows the conceptual framework for analyzing the relationship among leadership, decision making styles, and organizational trust with organizational justice.

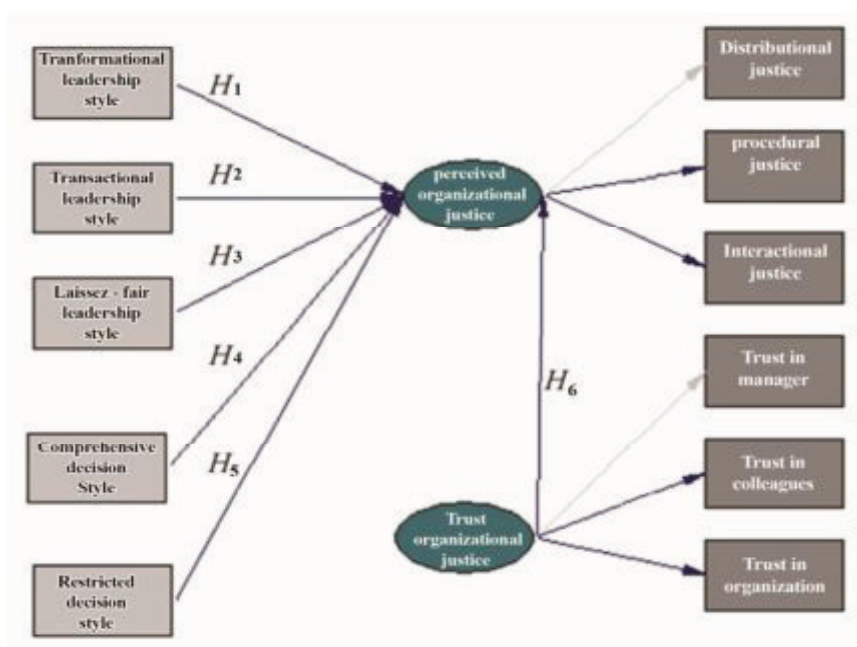


Figure 1. The Conceptual Framework analyzing the relationship among leadership, decision making styles, and organizational trust with organizational justice

2. Method

This research studies the relationship among decision making styles, organizational trust and organizational justice. The research method is correlation which a category of descriptive research is. The causal correlation is used because the research aimed to study the effect of each predictor variables on organizational justice. The statistical population consisted of all teachers in high schools of Esfahan city (a city located in central region of Iran). The population sample is selected from teachers of three educational districts of Esfahan through a multi-stage stratified random sampling. After selection of districts, four schools were selected from each district randomly. Questionnaires were distributed among the teachers. The selected sampling based on Krejcie& Morgan was estimated 363 teachers.

[illegible]

Fix coefficient	10.410	4.659		2.234	0.026					
transformational leadership style	0.779	0.055	0.510	14.284	0.001	0.788	0.621	0.618	197.041	0.001
transactional leadership style	0.818	0.067	0.541	12.114	0.001					
laissez-fair leadership style	0.875	0.126	-0.301	-6.692	0.001					

As shown in Table 1, transformational leadership style and transactional leadership style have direct effect on organizational justice while the laissez-fair leadership style has an indirect effect on organizational justice.

Table 2 shows a step-by-step regression for prediction of organizational justice by decision making styles.

Table 2. A step by step regression for prediction of organizational justice by decision making styles.

	p	Sted.error	β	t	Sig	R	R^2	ΔR^2	F	sig
Step one										
Fix coefficient	27.975	2.208		12.661	0.001					
Comprehensive decision making style	1.278	0.051	0.798	25.160	0.001	0.798	0.636	0.635	633.008	0.001
Step two										
Fix coefficient	7.802	2.356		3.312	0.001					
Comprehensive decision making style	1.000	0.047	0.624	21.475	0.001	0.870	0.756	0.755	560.666	0.001
Restricted decision making Styles	0.431	0.032	-0.388	13.353	0.001					

As Table 2 indicates, comprehensive decision making style has a direct effect on organizational justice while restricted decision making styles has an indirect effect on organizational justice.

Table 3 shows a step-by-step regression for prediction of organizational justice by organizational trust.

Table 3. A step by step regression for prediction of organizational justice by organizational trust.

	p	Sted.error	β	t	sig	R	R^2	ΔR^2	F	sig
Step one										
Fix Coefficient	90.30	2.29		39.36	0.001					
Trust in organization	0.390	0.063	0.308	6.15	0.001	0.308	0.095	0.092	34.845	0.001
Step two										
Fix Coefficient	79.77	2.91		27.41	0.001					
Trust in organization	0.558	0.068	0.440	8.19	0.001	0.407	0.166	0.161	55.675	0.001

Trust in manager	0.396	0.071	0.298	5.54	0.001					
Step three										
Fix Coefficient	62.40	4.93		12.64	0.001					
Trust in organization	0.596	0.067	0.470	8.89	0.001	0.455	0.207	0.200	49.850	0.001
Trust in manager	0.402	0.070	0.302	5.77	0.001					
Trust in colleagues	0.410	0.095	0.204	4.30	0.001					

As shown in Table 3, the trust in organization, trust in manager, and trust in colleagues have direct effect on organizational justice.

4. Discussion and Conclusion

Tatumet al.(2003),Avalioet al.(1999), Aydinet al.(2007), Driver et al. (1990), Frances et al. (2009), and Robinson(1998)showed that organizational justice was affected by leadership style, decision making style, and organizational trust. The studies by Clarke and Drudy (2006) showed that when there was no conflict between employees' organizational expectations and organizational behavior, employees had job satisfaction and feel organizational justice in their work environment. However, it is true that today's managers as a leader confront many organizational decisions in their organizations that affect so much the daily policy and procedures. Thus in this research, we have tried to identify the prediction amount of perceived organizational justice by leadership styles, decision making style and organizational trust. Based on Table 1, the organizational justice is identified by transformational leadership style (variances=%0.51), and applying interactional leadership style increases the amount of power of prediction increases (variances=%0.54).

The results of this study are in line with Driver &Streuferts (1969), as well as Eisenhardt, (1989).They showed that the transformational leaders, in contrast to transactional leaders, consider more alternatives and suggestions in their decision making. In addition, they care about the needs and well-being of the followers and will want to be open and responsive (Iles, 2001). Transformational leaders try to influence subordinates' minds, values, beliefs, and objectives and are known as athletes. They also increase employees' motivation by influencing their minds and ethical values and try to inspire them thinking about problems using new ways, as well as allowing their employees to use new ways and be creative to achieve their opinions. McGregor (1987) stated that the first idea of transformational leadership style is presented by Brunner (2001). Tremble(1996) noted that transformational leadership influences in extent to which it is more positive than the influences are created by business. Therefore, perceived organizational justice for teachers whose managers use transformational leadership is more than teachers whose managers apply other leadership styles.

As Table (2) shows, there is a significant relationship between comprehensive and restricted decision making styles and organizational justice. Based on Beta coefficient, with one unit increase in comprehensive decision making style, organizational justice is increased to 0.624, and with one unit increase in restricted decision making style, organizational justice is decreased to 0.388. Spector (1997)as well as Tyler and Dawes (1993) concluded that when the decisions perceived fairness in organization, they will be accepted by the employees. Sheppard, et al. (1992),emphasized that when an organization follow various interests from synthesis of groups, the fundamental issue is to identify procedures of decision making concerning achieving organizations' interests. In addition, individuals who accept the organizational decisions do like to collaborate with superintendents and subordinates. This could show that procedural justice has a greater influence on work relations with colleagues, even subordinates, and commitment to organization. If managers and leaders of today's' organizations are impelled to make decisions

in their organizations for developing justice and ethical behaviors, then they must perceive the dynamics of decision making processes, and be responsible for responsibilities of the outcome of their decisions (Tatum et al, 2003).

Today, leaders need to study the effects and outcomes of decision making beyond what they have in their minds. The important issue is that employees may subjectively interpret unwanted outcomes as justice or injustice (suitable decisions or unsuitable decisions) on the supposition that a leader makes a decision on the contrary to employees' opinions, though with good intent, the employees feel injustice and dissatisfaction, and this may result in unwanted outcomes. Internalizing the feeling of justice in employees not only depends on the intent and aim of the decision but also on the outcomes of decisions. Otherwise, when employees' morale become weak, perceived injustice develops and productivity decreases. Also, decision making may be ignored by some employees and create problems for the leaders, organizations, and employees. The perceived fairness management by employees about decision making process makes an organizational commitment in them (Moorman et al, 1998). Table (3) shows that the trust in organization only identifies interactional justice by %0.5 variances. This increases to %0.470 with trust in organization, and increases to %0.302 with trust in the manager and increases to %0.204 with trust in colleagues. Table (3), also shows that there is a significance relationship between trust in organization, manager, the colleagues and organizational justice. These results are in line with Gary Rudders' research (2003). Wayne Hoy & John Tarter (2004) in their descriptive model for organizational justice emphasize two constructs of justice and trust that have a fundamental role in educational systems. They suppose that there is a relationship between organizational justice and trust. Greenberg et al. (2001) and Brockner et al. (1997), show that employees' trust in organization make employees feel perceived organizational justice. The results of this research suggests that based on Beta coefficient, with an increase of one unit of trust to organization, the degree of justice increases to (0.308), with an increase of one unit of trust in manager, the degree of justice increases to (0.302), and with an increase of one unit of trust to the colleagues, amount of justice increase to (0.204). Whitener et al. (1998), and Brockner et al.(1997) showed that justice depended on trust theoretically. In fact, justice is predicted by trust. Based on social exchange theory, managers believe that they must meet their employees ethically and technically fairness and trust. This is possible while employees achieving reward and salary have a positive interaction to their organization (Masterson et al, 2000). Also the results of this research show that Goodness of fit Index (GFI)=0.951, Adjusted Goodness of fit Index (AGFI) = 0.921, Root Mean Square Error of Approximation (RMSEA) = 0.055, Chi-square=(117.682) , and (df) =56. Thus this results show that empirical model of this research is accepted ($\alpha=0.05$).

Contributions and implications

The organizational justice is a fundamental element which has an effect on employees' satisfaction and organization productivity. Based on this research, school principals are required to train and apply transformational and transactional leadership's styles, as well as applying the comprehensive decision making style for teachers and preparing a suitable climate in schools for creating the trust as well as participating them in developing and identifying roles, responsibilities and duties that are perceived organizational justice. By becoming more aware, school principals and teachers share and collaborate with each other for better learning and teaching processes. The perceived organizational justice by teachers makes them be committed to their students and create conditions of learning. The principals, who apply transformational and transactional leadership styles, comprehensive decision making style, and organizational trust, can promote conditions for increasing the satisfaction and becoming more effective for their employees.

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